



# SOLDIERS' HANDBOOK

No. 07-15

Jan 07

## The First 100 Days

*Tactics, Techniques, and Procedures*



U.S. UNCLASSIFIED  
REL NATO, GCTF, ISAF, MCFI, ABCA  
For Official Use Only

Center for Army Lessons Learned (CALL)  
<http://call.army.mil>

## **Handling Instructions for Center for Army Lessons Learned (CALL) Products**

CALL authorizes official use of this CALL product for operational and institutional purposes that contribute to the overall success of U.S. and Allied efforts.

The information contained in this product is provided for informational purposes only and is not necessarily approved U.S. Army policy or doctrine.

This product is designed for official use and cannot be released to the public without the expressed written consent of CALL. This product has been furnished with the expressed understanding that it will be used for official defense-related purposes only and that it will be afforded the same degree of protection that the U.S. affords information marked “UNCLASSIFIED FOR OFFICIAL USE ONLY [FOUO]” in accordance with U.S. Army Regulation 380-5, section 5-2.

Official military and civil service/government personnel may paraphrase; quote; or use sentences, phrases, and paragraphs for integration into official products or research. However, integration of CALL UNCLASSIFIED FOUO information into official products or research renders them FOUO, and they must be maintained and controlled within official channels and cannot be released to the public without the expressed written consent of CALL.

CALL UNCLASSIFIED FOUO information may be placed on protected UNCLASSIFIED intranets within military organizations or units provided that access is restricted through user ID and password or other authentication means to ensure that only properly accredited military and government officials have access to CALL UNCLASSIFIED FOUO materials.

When no longer needed, all CALL UNCLASSIFIED FOUO paper products and compact discs (CDs) will be shredded or destroyed using approved paper shredders or CDROM destroyers.

U.S. UNCLASSIFIED  
REL NATO, GCTF, ISAF, MCFI, ABCA  
For Official Use Only

## Foreword

The first 100 days of any deployment are the most dangerous because that is when you know the least about your new environment. During this time the team really comes together after the "hub-bub" of predeployment. The enemy also considers this period as the time when you (and your unit) are most vulnerable, and he will most likely try to strike to gain the momentum.

This handbook is designed to help you survive and keep your buddy alive as you accomplish your mission during the first 100 days of your deployment, so you can gain and maintain the momentum. Nothing in this book should surprise you. The lessons are deceptively simple:

- Perform tasks to standard every time.
- Learn all you can from the outgoing unit (the one your unit is replacing) and from the veterans of previous deployments in your unit.
  - Who to trust and who not to trust in your area of operation.
  - Changes in the everyday environment that signal/indicate a potential enemy attack.
  - Changes the enemy has made in his tactics. (Knowing this helps you anticipate future changes.)
- Maintain faith in your skills as a Soldier, your leaders, your fellow Soldiers, and your equipment, even after contact with the enemy results in casualties.
- Avoid becoming complacent. Do not fall into a routine with predictable patterns.
- Be decisive but not overly aggressive; conduct yourself as a professional accomplishing the mission.
- Take care of yourself and your buddy.

### **Simple Rules – Often dismissed as too simple – But key to Soldiering**

This handbook is based on Soldiers' recent experiences in Operation Iraqi Freedom. **Read it. Heed it.** Make your buddy read it. Accomplish your mission and come back alive.



Steven Mains  
Colonel, Armor  
Director  
Center for Army Lessons Learned

U.S. UNCLASSIFIED  
REL NATO, GCTF, ISAF, MCFI, ABCA  
For Official Use Only



| <b>First 100 Days Handbook</b> |           |
|--------------------------------|-----------|
| <b>Table of Contents</b>       |           |
| <b>Introduction</b>            | <b>1</b>  |
| <b>Chapter 1. Threats</b>      | <b>3</b>  |
| <b>Chapter 2. The Soldier</b>  | <b>35</b> |
| <b>Chapter 3. Skills</b>       | <b>57</b> |
| <b>Chapter 4. Knowledge</b>    | <b>65</b> |

| <b>Center for Army Lessons Learned</b> |                              |
|--|------------------------------|
| <b>Director</b>                        | <b>Colonel Steven Mains</b>  |
| <b>Managing Editor</b>                 | <b>George J. Mordica II</b>  |
| <b>CALL Project Analyst</b>            | <b>Milt Hileman</b>          |
| <b>CALL CTC Analyst</b>                | <b>Jim Gebhardt</b>          |
| <b>Production Manager/Editor</b>       | <b>Valerie Tystad</b>        |
| <b>Graphic Artists</b>                 | <b>Eric Eck and Dan Neal</b> |
| <b>Publication Liaison</b>             | <b>Carrie Harrod</b>         |

U.S. UNCLASSIFIED  
REL NATO, GCTF, ISAF, MCFI, ABCA  
For Official Use Only

The Secretary of the Army has determined that the publication of this periodical is necessary in the transaction of the public business as required by law of the Department. Use of funds for printing this publication has been approved by Commander, U.S. Army Training and Doctrine Command, 1985, IAW AR 25-30.

Unless otherwise stated, whenever the masculine or feminine gender is used, both are intended.

**Note:** Any publications referenced in this newsletter (other than the CALL newsletters), such as ARs, FM's, and TMs, must be obtained through your pinpoint distribution system.

**This information was deemed of immediate value to forces engaged in the Global War on Terrorism and should not be necessarily construed as approved Army policy or doctrine.**

**This information is furnished with the understanding that it is to be used for defense purposes only, that it is to be afforded essentially the same degree of security protection as such information is afforded by the United States, that it is not to be revealed to another country or international organization without the written consent of the Center for Army Lessons Learned.**

U.S. UNCLASSIFIED  
REL NATO, GCTF, ISAF, MCFI, ABCA  
For Official Use Only

## Introduction

**“Have the mindset as a new private, [just as] most of the senior leaders, that combat is real. Train as you would fight. Listen to what those with the experience have to say. Take all training serious. And always seek ways to improve and be ready.”**

**Staff Sergeant, Infantry Squad Leader**

The first 100 days are critical to the survival of Soldiers. In this brief initial period, Soldiers and units adjust to the tactical environment, the enemy, and each other. The Center for Army Lessons Learned (CALL) examined these first few months of combat from a Soldier’s perspective to determine what factors contributed most to their survival. Warfare in Operation Iraqi Freedom is the business of small units, company and below; therefore, Soldiers who served at this level became the focus of CALL's collection efforts.

In August 2006, CALL surveyed Soldiers, collecting over 1,700 responses in all. The survey asked respondents to identify why Soldiers become casualties in the first months after deployment. The basis for the material in this handbook came from what Soldiers considered important in training, skills, and knowledge for those first 100 days. This handbook passes that knowledge along to other Soldiers, especially new Soldiers getting ready to deploy.

This handbook is not a step-by-step instruction manual. Tactics, techniques, and procedures are constantly changing as the tactical situation and the enemy change. This information is from one Soldier to another.

Each section of the handbook begins with a quotation taken from the August 2006 survey. Taken as a whole, these comments bring home a tried and true fact—good soldiering makes good Soldiers, and good Soldiers make good units that are effective in combat. These quotations also reinforce the ageless Army values leaders seek to instill in every Soldier.





## Chapter 1

### Threats

#### Section I. Improvised Explosive Device (IED)

**“The biggest killer seemed to be IEDs. They are hard to locate, but if you always have your guard up, and everybody is doing their job, then it greatly reduces your chances of getting hit by one.”**

**Sergeant, Infantry Team Leader**

Shortly after U.S. and coalition forces (CF) defeated the major maneuver formations of Saddam Hussein’s Iraqi Army, insurgents, including foreign fighters, defeated Ba'athists, and a variety of terrorist groups, joined the fight. The insurgents quickly began using improvised explosive devices (IEDs) to attack CF throughout Iraq. The IED remains the most significant threat to Soldiers, mounted or dismounted, and appears in many forms, both simple and sophisticated in their construction and triggering devices.

Bomb makers use abandoned military ordnance as the main component of their IEDs. Any enemy bomb-making cell with access to artillery or mortar rounds can put together an IED. The composition and means of delivering IEDs are expanding. IEDs can be mobile, such as a car loaded with propane gas tanks or stationary, such as an artillery shell buried along a roadside. The enemy makes every attempt to conceal an emplaced IED in the surrounding environment. Many times the enemy uses an IED to begin a complex ambush or attack that may include multiple IEDs, antitank rockets, small arms, mortars, and snipers.

### **Enemy Techniques Used in Emplacing IEDs**

- **Surveys and prepares an IED site in stages prior to emplacement.**
- **Often places IEDs in previously used IED sites.**
- **Uses any means available to conceal IEDs (boxes, bags, trash/debris, soda cans, milk cartons, human remains, dead animals, meals ready to eat sleeves, paint cans, cinder blocks, tires, broken-down vehicles, etc.**
- **Conceals IEDs as damaged highway infrastructure.**
- **Uses culverts to conceal large IEDs.**
- **Emplaces IEDs on guard rails to raise the blast to vehicle height.**
- **Places IEDs in areas that slow, stop, or position coalition forces within the IED's blast radius.**
- **Uses aiming stakes as trigger points (rock piles, garbage, paint markings, light poles, telephone poles, cloth or plastic strips tied to tree branches or natural vegetation).**
- **Typically attacks in areas with built-up and/or restrictive terrain in order to take advantage of cover and concealment.**
- **Uses stooges, generally children, to conduct reconnaissance and, in some cases, to place IEDs.**
- **Positions hoax IEDs to draw and position personnel into a particular area or “kill box” of a real IED.**

### **Enemy Tactics and Techniques Used in Conducting IED Attacks**

- **Uses multiple IEDs daisy-chained together.**
- **Regularly uses secondary IEDs to target a convoy or cordon area as it regroups after an initial IED attack.**
- **Uses dominating features to detonate IEDs such as rooftops, windows, dirt mounds, vehicles (moving or stationary), vegetation, canals, and alleyways.**
- **Uses command-detonated devices either by wire or radio (cell phone and long-range cordless phone).**
- **Uses victim-operated IEDs, such as pressure plates, passive infrared IEDs, and crunch wire.**
- **Attacks from overhead by suspending IEDs from overpasses, trees, light/telephone poles, or overhead wires.**
- **Uses normal activity as a cover to disguise their actions after an IED event in order to avoid being apprehended.**
- **Uses small or decoy IEDs to observe coalition reaction times and tactics, techniques, and procedures.**
- **Uses homemade robots (sometimes misinterpreted as an explosive ordnance disposal [EOD] response robot) to place an IED close to a coalition force cordon.**

| IED Indicators                         |  |
|--|--|
| <b>Changes in local civic patterns</b> | Be alert to fewer people or vehicles in a normally busy area, open windows, and the absence of children playing.   |
| <b>Colors</b>                          | Look for clues such as exposed red detonation cord or other parts of the IED.<br>Look for contrasting colors, freshly disturbed earth (it will be darker in color), or concrete that does not match the surrounding areas. |
| <b>Markers</b>                         | Watch for indicators by the side of the road such as tires, rock piles, ribbon, or tape that may identify an IED location or serve as an aiming reference.   |
| <b>Shapes</b>                          | Take note of object outlines that seem out of place for the environment.   |
| <b>Graffiti</b>                        | Be aware of symbols or writing on buildings and walls that might serve as a warning to locals (use interpreters as needed).  |
| <b>Signs</b>                           | Pay attention to newly erected placards and signs that seem out of place or might serve as warning to locals and messages to the enemy.  |

U.S. UNCLASSIFIED  
REL NATO, GCTF, ISAF, MCFI, ABCA  
For Official Use Only

**Look for IEDs**

- In the median, by the shoulder, or buried under the surface of any sealed or unsealed road.
- Elevated, in trees, on light posts, road signs, guard rails, overpasses, and bridge spans.
- Inside, by, or under any type of material or packaging.
- Concealed in cars, trucks, motorcycles, carts, dead animals, or human remains.
- Near another IED or point of origin site specifically designed to target quick reaction forces; first responders; and cordon, checkpoint, and incident control point personnel.
- In a daisy-chained configuration connected together to create a chain reaction if one is tampered with or detonated.

**Be Alert For**

- Vehicles following or traveling ahead of your convoy for a long distance and then pulling off to the side of the road.
- Dead animals along the roadways.
- Freshly dug holes or pavement patching on or along the road that may serve as possible IED emplacement sites.
- New dirt, rock, or gravel piles.
- Obstacles and craters in the roadway used to channel the convoy.
- Personnel on overpasses.
- Signals with flare or city lights (switched off/on) as convoy approaches.
- People videotaping ordinary activities or military movements.
- Wires laid out in plain sight.

### Risk Mitigation

#### **Avoid setting patterns!**

- Whenever possible:
  - Alter routes.
  - Alter timing.
  - Alter commonly witnessed procedures.
  - Avoid displaying the extent of your boundary area.
- Assess and plan for the relevant threats, particularly complicated attacks.
- Rehearse potential enemy tactics to better prepare yourself for any eventuality.
- Have clearly understood and well-rehearsed "actions on" procedures relevant to the IED threat.
- Portray a strong and vigilant presence.
- Always be on the lookout for suspicious activity or indicators.
- Maintain regular communication with your unit while on the move.
- Know the route and look for changes on the return leg; for example, the sign suspended from an overpass was not there when you passed by earlier.

**Beware of the unusual,  
expect the unexpected, and react quickly and decisively.**

### Counter Radio-Controlled IED Electronic Warfare (CREW) System

**The CREW systems are effective for countering radio-controlled IED attacks.**

The CREW systems work to break the electronic link between the IED and the trigger (triggerman).

Know how to:

- Put the system into operation.
- Conduct precombat checks and maintenance.
- Conduct system checks while in operation.

Proper training and adhering to correct techniques for employing the CREW makes the systems work.

**Do not jeopardize your protection  
by succumbing to the belief that CREW is unreliable and interferes with other critical systems.**

## Section II: Sniper Attacks

**“If I was an enemy sniper, where would I engage the U.S. forces from?”**

**Sergeant First Class, Scout Platoon Sergeant**

**“You're on patrol, and you take one or two rounds at your patrol... . You look out there, and it could have come from literally several hundred different windows, and you don't have any idea which one. That's what makes the sniper threat in urban terrain so difficult.”**

**Infantry Battalion Commander**

Sniper attacks against U.S. forces are increasing. The effectiveness of an enemy sniper can be magnified by a Soldier's fear of being struck by a sniper's bullet, which causes some Soldiers to react poorly to a sniper attack. For instance, indiscriminate weapon firing in response to sniper attacks, particularly in an urban environment, can cause noncombatant casualties and collateral damage that are harmful to a unit's mission. The techniques below will help Soldiers react correctly to neutralize the sniper threat.

### Urban Sniper Threat

**Because of terrain, shots are usually made at closer range from buildings or specially modified vehicles.**

**At these ranges, insurgent snipers can use a variety of weapons, firing medium- or high-velocity ammunition.**

**Urban snipers can hide more easily and escape more quickly.**

**Presence of innocent civilians prevents overwhelming firepower response.**



### Avoid Being a Target

#### Limit personal and unit exposure!

- Use covered and concealed routes.
  - Avoid large open areas, but move quickly if you must cross.
  - Move along the perimeter of any area you must traverse.
  - Use whatever local concealment is available during movement.
  - Stay away from doorways and windows.
- Move in the shadows and avoid the light.
  - Avoid being silhouetted against lights or skyline.
  - Avoid lighted areas at night.
- Move dispersed; do not gather in clusters when halted.
- Avoid badges of rank or actions between persons that telegraph rank.
- Avoid patterns in movement around doorways and vehicle entry points.
- In turrets and hatches, expose as little of head and body as required by tactical situation.

**Wear individual protective equipment, use uparmored vehicles, and erect screens and shields.**

**Avoid Being a Target (cont.)****Implement active measures.**

- Occupy or observe high ground to deny enemy use of overwatching terrain.
- Maintain manned observation posts well equipped with sights and sensors.
- Use hardened ground vehicles and unmanned aerial vehicles for mobile observation posts.
- Conduct combat patrols and use small kill teams to deter and kill enemy snipers.

**If attacked by sniper and rules of engagement (ROE) permit, return fire immediately, if possible; seek covered position; and execute “react-to-enemy-sniper” battle drills appropriate for the situation.**

- Use the clock method ("Sniper at 3 o'clock") to indicate the enemy sniper's location or to designate a primary direction of fire.
- While one friendly element fires at the sniper, another friendly element can maneuver to eliminate or capture the sniper.
- If the enemy sniper persists over time, request support by unit or other U.S. forces snipers.

Included in the back of this handbook is a copy of the **Asymmetrical Warfare Group Counter-Sniper Pocket Guide**. Carry this card with you and refer to it often. It complements and encapsulates the information in this section of your handbook.

**Section III: Small Arms Fire**

**“Our aggression and discipline were key under fire.”**

**Specialist, Tank Crewman**

**“We took the fight to them before they could bring it to us.”**

**Private First Class, Scout Platoon**

**“We treated most of our contacts as near ambushes. We took cover and achieved fire superiority, and then maneuvered on the enemy.”**

**Sergeant, Infantry Platoon**

The second-leading cause of casualties in Iraq, after improvised explosive devices (IEDs), is small arms fire. Insurgent forces frequently use small arms fire in combination with IEDs, either simultaneously with the detonation of the IED or as a follow-on attack upon first responders arriving at the scene of the IED explosion.

**React to Contact (Visual, IED, Direct Fire) Battle Drill**

**If the unit is stationary or moving dismounted, makes visual contact with the enemy, and the enemy initiates contact with direct fire weapons, execute the following drill:**

1. Immediately occupy the nearest covered positions and return fire.
2. Squad/team leaders locate and engage known or suspected enemy positions with well-aimed fire and pass information to the platoon leader.
3. Team leaders control their Soldiers' fire by marking targets with lasers or marking intended targets with tracers or M203 rounds.
4. Soldiers maintain visual or verbal contact with the Soldiers on their left or right.
5. Soldiers maintain contact with their team leader and relay the location of enemy positions.
6. Squad/team leaders visually or verbally check the status of their Soldiers.
7. Squad leaders maintain contact with the platoon leader.
8. Unit leader reports the contact to higher headquarters.

**If the unit is stationary or moving mounted, makes visual contact with the enemy, and the enemy initiates contact with direct fire weapons, execute the following drill:**

1. If moving as part of a combat logistics patrol, vehicle gunners immediately suppress enemy positions and continue to move.
2. Vehicle commanders direct their drivers to accelerate safely through the engagement area.
3. If moving as part of a combat patrol, vehicle gunners suppress and fix the enemy, allowing others to maneuver against and destroy the enemy.
4. Leaders visually or verbally check the status of their Soldiers and vehicles.
5. Unit leader reports the contact to higher headquarters.

**React to Ambush (Near) Battle Drill**

**If the unit is moving dismounted, execute the following drill:**

1. Soldiers in the kill zone execute one of the following two actions:
  - a. Return fire immediately. If cover is not available immediately, without order or signal, assault through the kill zone.
  - b. Return fire immediately. If cover is available, without order or signal, occupy the nearest covered position and throw smoke grenades.
2. Soldiers in the kill zone assault through the ambush using fire and movement.
3. Soldiers not in the kill zone identify the enemy location, place well-aimed suppressive fire on the enemy's position, and shift fire as Soldiers assault the objective.
4. Soldiers assault through and destroy the enemy position.
5. Leader reports the contact to higher headquarters.

**If the unit is moving mounted, execute the following drill:**

1. Vehicle gunners in the kill zone immediately return fire, while moving out of the kill zone.
2. Soldiers in disabled vehicles in the kill zone immediately obscure themselves from the enemy with smoke, dismount if possible, seek covered positions, and return fire.
3. Vehicle gunners and Soldiers outside of the kill zone identify the enemy positions, place well-aimed suppressive fire on the enemy, and shift fire as Soldiers assault the objective.
4. Soldiers in the kill zone assault through the ambush and destroy the enemy.
5. Unit leader reports the contact to higher headquarters.

**React to Ambush (Far) Battle Drill****If the unit is dismounted, execute the following drill:**

1. Soldiers receiving fire immediately return fire, seek cover, and suppress the enemy positions.
2. Soldiers not receiving fire move along a covered and concealed route to the enemy's flank in order to assault the enemy position.
3. Soldiers in the kill zone shift suppressive fires as the assaulting Soldiers fight through and destroy the enemy.
4. The unit leader reports the contact to higher headquarters.

**If the unit is mounted, execute the following drill:**

1. Gunners and personnel on vehicles immediately return fire.
2. If the roadway is clear, all vehicles proceed through the kill zone.
3. Soldier in the lead vehicle throws smoke to obscure the enemy's view of the kill zone.
4. Soldiers in disabled vehicles dismount and set up security while awaiting recovery.
5. Remainder of platoon/section follow the lead vehicle out of the kill zone while continuing to suppress the enemy.
6. Unit leader reports the contact to higher headquarters.

**After executing any of these battle drills,  
render immediate medical assistance and evacuate casualties that result from these contacts.**

### Section IV: Adaptability

**“The first 100 days will always be the hardest for survivability. The enemy is testing your unit, looking for strengths and weaknesses, and trying to scare you a little bit.”**

**1st Lieutenant, Service Support Platoon Leader**

**“Iraq changes on a day-to-day basis. Any TTP you recognize the enemy is using is usually evolving into something different by the time you implement a countermeasure.”**

**Sergeant, Scout Platoon**

#### Enemy Adaptability

- ✓ **Do not fool yourself; the enemy is intelligent, crafty, and adaptive.**
- ✓ **Enemy forces are adept at watching what you do and identifying your habits, patterns, and routines.**
- ✓ **Enemy forces use this knowledge to alter their attack tactics and procedures, exploiting the weaknesses of your forces.**
- ✓ **Remain constantly vigilant for signs of enemy observation; watch for any civilians who seem to have an unwarranted interest in what you are doing.**
- ✓ **Take steps to vary the manner in which you perform everyday actions; monitor your personal habits and those of your team when working “outside the wire.”**
- ✓ **Even small variations in activity can disrupt a planned enemy attack.**

**“Learn fast from the mistakes of others. Stay alert and focused to the dangers.”**

**Staff Sergeant, Infantry Squad Leader**

### **Learn From Every Mission**

- ✓ **Learn lessons from every patrol, convoy, or other mission you conduct.**
- ✓ **Conduct after action reviews (AARs) after every mission; if this is not happening, ask your noncommissioned officers and officers why they are not conducting AARs; conduct your own AARs when your leaders do not.**
- ✓ **Share what you did and what you experienced with your peers and leaders.**
- ✓ **It is important for all Soldiers to participate in the AAR.**
- ✓ **Every Soldier has a different perspective of what happened, what he observed, and what the outcome was.**

**You must conduct an AAR after every enemy contact!**



## Chapter 1

### Annex 1: IED Reaction Drills

#### Drill 1: 5- and 25-Meter Searches at Halts

Any patrol or convoy halting for any length of time must consider itself vulnerable to attack. At all halts, Soldiers must clear the area around their vehicles. At every halt, no matter how short, individual Soldiers must conduct 5-meter checks, and teams must conduct 25-meter checks. Begin 5- and 25-meter checks before stopping to avoid stopping on top of an IED.

| 5-meter checks   | 25-meter checks  |
|--|--|
| <ul style="list-style-type: none"><li>• Identify a position to halt.</li><li>• Visually check the area 5 meters around your vehicles.</li><li>• Look for disturbed earth and suspicious objects, loose bricks in walls, security ties on streetlights, or anything out of the ordinary.</li><li>• Start your search at ground level and continue up above head height. Then conduct a physical check for a radius of 5 meters around your position. Be systematic, take your time, and show curiosity.</li><li>• If the tactical situation permits, use night vision goggles, white light, or infrared at night.</li><li>• If in an armored vehicle, remain mounted during your 5-meter check to take advantage of the vehicle's protection.</li></ul> | <ul style="list-style-type: none"><li>• Once 5-meter checks are conducted, continue visually scanning out to 25 meters.</li><li>• Conduct a physical search for a radius of 25 meters around your position.</li><li>• Look for IED indicators and anything out of the ordinary.</li><li>• If searching off the hardball, scan the area first with optics and look for pressure switches, land mines, or other potential victim-activated IEDs.</li><li>• Watch for potential triggermen observing your actions.</li><li>• If you locate an IED, remain calm. Any hasty actions may alert the triggerman to detonate the device.</li><li>• Do not pick up or touch the IED.</li><li>• Call EOD.</li></ul> |

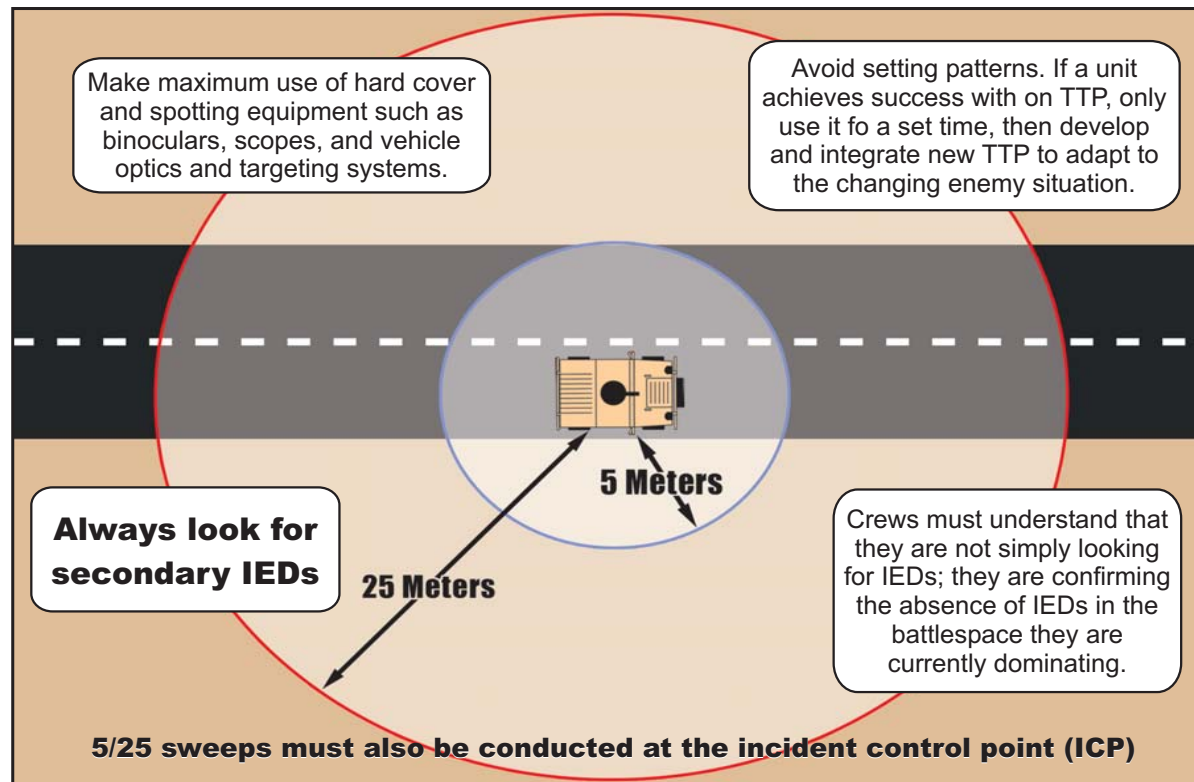


Figure 1A-1

U.S. UNCLASSIFIED  
REL NATO, GCTF, ISAF, MCFI, ABCA  
For Official Use Only

**Drill 2: The Five Cs****The Five Cs**

**CLEAR** the area around the device of all personnel. Mark the device and work outward to a minimum distance of 300 meters. The leader or commander at the scene makes the decision on how large an area to clear based on the mission. Make maximum use of hard cover, and no one should be in clear line of sight from the suspected area to the cordon positions.

**CONFIRM** the presence of the suspected IED from a safe distance whenever possible. Make maximum use of hard cover and spotting equipment such as binoculars and scopes. Conduct 5- and 25-meter checks from your position to ensure that no secondary devices are present. Call explosive EOD using the IED/unexploded ordnance (UXO) 9-line report.

**CORDON** the established danger area and set up an incident control point (ICP) for follow-on agencies. Conduct 5- and 25-meter checks around the ICP. When clearing personnel from the area, randomly check identification in order to suppress the enemy in the kill zone. Soldiers in a cordon position must focus outward to provide protection and security against command-initiated IEDs. Do not become distracted.

**CONTROL** the area inside the cordon to ensure only authorized access. Allow only emergency services to breach the cordon through the ICP. The cordon must be secure. Ensure no one enters the danger area until the EOD team has given the all clear signal. Civilian traffic will be diverted away from the cordon.

**CHECK** the immediate area for secondary devices. Any suspicious items should be reported to the situation commander; the position marked; and cordon re-established, if necessary, to a safe area.



**Chapter 1****Annex 2: IED Component Recognition****Remember, the Construction of IEDs is Limited Only by the Creativity of the IED Maker****IEDs are constructed with five basic components:**

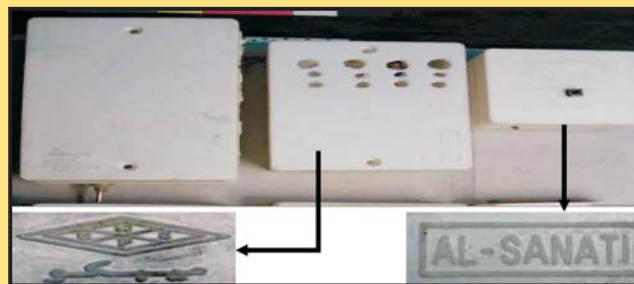
- Container
- Power source
- Switch or circuit
- Initiator
- Main charge

In the Iraq theater of operations, military and commercial blasting caps or detonators are commonly used for IED initiators. In addition, military ordnance is often used as the main charge for IED construction, but insurgents may use homemade explosives, such as ammonium nitrate-fuel oil.

## Hardware

The most common hardware used to conceal IED components is the project box. Project boxes may be booby trapped.

**Do Not Handle! Wait for EOD.**



**Figure 1-A2-1: Project Box**

## Power Sources

IED power sources are common household batteries or battery packs, vehicle batteries, or capacitor banks.

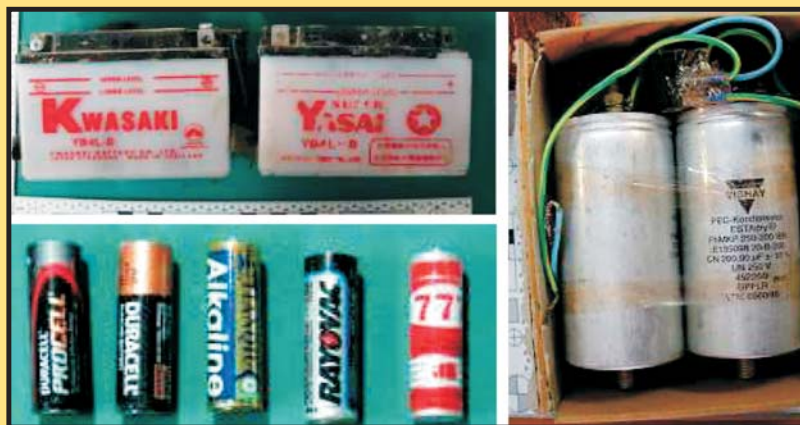


Figure 1-A2-2

U.S. UNCLASSIFIED  
REL NATO, GCTF, ISAF, MCFI, ABCA  
For Official Use Only

## Switches and Circuits

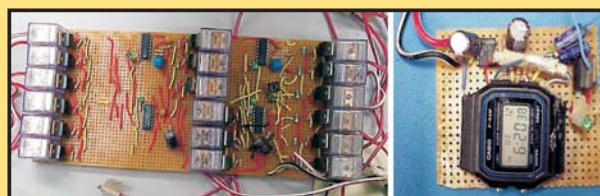
**Time switches are designed to detonate an IED after some delay.**

### Mechanical time switches



**Figure 1-A2-3. Washing machine timer/Common clock**



**Switches and Circuits (cont.)****Electronic time switches****Figure 1-A2-4****Homemade time circuits****Figure 1-A2-5**

**Switches and Circuits (cont.)**

**Command-initiated IEDs allow insurgents to choose the optimum and precise time of detonation.**

**Command wire**

Command-wire IEDs require insurgents to position a triggerman in relative proximity to the main charge. Enemy forces often place a secondary IED near the primary device buried under the command wire. When CF trace out the command wire, the secondary device is initiated.



**Figure 1-A2-6**

**Allow EOD, combined explosive exploitation cell, or weapons inspection team to conduct exploitation.**

**Switches and Circuits (cont.)**

**Command-initiated IEDs allow insurgents to choose the optimum and precise time of detonation.**

**Radio-controlled devices are the most common switches used to detonate IEDs and provide stand-off for the triggerman, as well as accurate timing.**

**Radio-controlled toys**

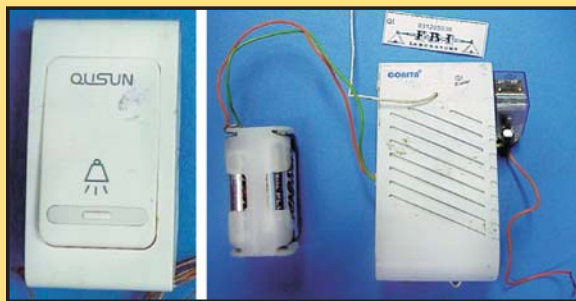
**Figure 1-A2-7**

**Appliance controllers**

**Figure 1-A2-8**

**Switches and Circuits (cont.)**

**Command-initiated IEDs allow insurgents to choose the optimum and precise time of detonation.**

**Wireless doorbells**

**Figure 1-A2-9**

**Keyless entry systems**

**Figure 1-A2-10**

### Switches and Circuits (cont.)

**Command-initiated IEDs allow insurgents to choose the optimum and precise time of detonation.**

#### Car alarms



Figure 1-A2-11

**Cordless telephones:** Enemy forces use the handset and/or base station of cordless telephones as the IED switch near the main charge. Handsets are booby-trapped with small explosives.



Figure 1-A2-12

**Do not touch! Call EOD!**

**Switches and Circuits (cont.)**

**Command-initiated IEDs allow insurgents to choose the optimum and precise time of detonation.**

**Long-range cordless telephones**



**Figure 1-A2-13**

**Two-way radios:** Enemy forces often use the same radios used by CF. Handsets are booby-trapped with small explosives.



**Figure 1-A2-14**

**Do not touch! Call EOD!**

### Switches and Circuits (cont.)

**Command-initiated IEDs allow insurgents to choose the optimum and precise time of detonation.**

#### **Suicide vests:**

- Suicide vests are easily constructed using a thin sheet-metal frame, wrapping or binding material, and webbing or rope to secure the vest to the body.
- Some vests may have small ball bearings embedded in the explosives for fragmentation.
- The vest can be activated by the wearer or a second party.



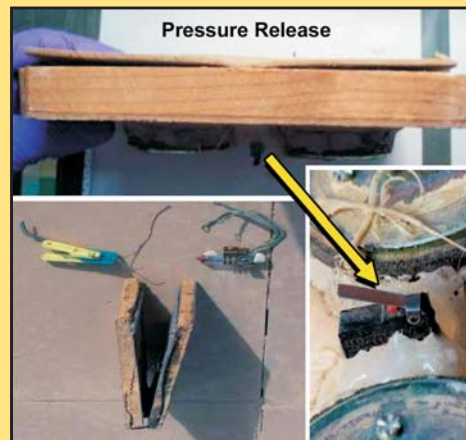
**Figure 1-A2-15**

**Be aware, not a target!**

### Switches and Circuits (cont.)

**Command-initiated IEDs allow insurgents to choose the optimum and precise time of detonation.**

**Victim-operated switches require some interaction with the device. The most common types are pull/trip, pressure, pressure release, and tension release.**



**Figure 1-A2-16**

**Be aware, not a target!**



## Chapter 2

### The Soldier

#### Section I: Complacency

**“I believe [many casualties] are due to unsafe acts or negligence on the part of the Soldier. A lot of times you hear about Soldiers trying to take short cuts or becoming complacent and that’s when people get hurt.”**

**Staff Sergeant, Tank Commander**

Complacency is cited most often as the primary factor contributing to Soldier casualties in Iraq. The following descriptive phrases when taken together translate to complacency:

- Being unaware of surroundings (lack of situational awareness).
- Lack of attention to detail.
- Failure to follow established standards or procedures.
- Carelessness.
- Lack of discipline.
- Lost battlefield focus.
- Did not bring “A” game.
- Did not have head in the game.
- Underestimated or did not have respect for the enemy.
- Got too comfortable with surroundings.

**Avoid Routine and Patterns**

- **Some routine is necessary to complete tasks on the forward operating bases (FOB); however, that same routine can lead to trouble when applied to tactical actions outside the FOB.**
- **The enemy is always watching, looking for repeated behavior patterns they can exploit.**
- **Identify patterns and routines in your own tactical actions and look for creative ways to break the patterns but still accomplish the mission.**
- **Avoid being templated by the enemy. Vary times, routes, organization of the march column, reactions, and other routine actions.**

## Recognizing Stress and Fatigue

**A stressor is any event or situation that requires a nonroutine change in adaptation or behavior.**

- Physical stressors include external environmental conditions such as heat and noise, equipment weight, and the terrain under foot.
- Mental stressors involve information that places demands on either your thoughts or feelings.
- Combat stressors can be physical or mental and occur during the course of combat-related duties. Combat stressors can result from enemy action, your unit, or your home life.

**Stress is what your body and mind do to counteract stressors.**

- Positive stress helps you respond appropriately to normal stressors; some amount of stress is necessary to prompt effective responses.
- Too little stress may make you distracted, forgetful, or fall asleep.
- Too much stress may make you focus on only one aspect of a task, neglecting the larger picture.
- Extreme stress may cause you to “freeze up” or become agitated and flee.
- Prolonged extreme stress can cause physical and mental disablement.

### Recognizing Stress and Fatigue (cont.)

**Physical fatigue results from:**

- Hard or prolonged work.
- Muscle tiredness.
- Aerobic fatigue.
- Sleep deprivation.
- Physical illness.
- Intense emotions, such as anxiety and fear.

**Mental fatigue results from:**

- Prolonged mental effort on a specific task.
- Emotions such as boredom or uncertainty.

**Inappropriate reactions to combat-induced stress are called misconduct stress behavior and include unacceptable and even criminal activities, such as:**

- Substance abuse.
- Brutal violence.
- Recklessness.
- Desertion.
- Malingering.
- Fraternization.

**Battle fatigue/combat stress reaction is usually present at some level in all unit personnel in a theater of combat operations.**

Soldiers and leaders are responsible for identifying personnel who require treatment for battle fatigue or combat stress reaction. Watch for stress indicators in your peers and encourage other Soldiers to self-report. The key element of complacency is your attitude.

**It is your duty not to be complacent.!**

U.S. UNCLASSIFIED  
REL NATO, GCTF, ISAF, MCFI, ABCA  
For Official Use Only

## Section II: Safety

**“The best thing to do to ensure survivability is to stress safety.”**

**1st Lieutenant, Transportation Platoon Leader**

**“Accidents were unnecessary 85 percent of the time, but happen all the time. Vehicle rollovers, fires, weapon discharges, heat/cold effects.”**

**Sergeant First Class, Tank Platoon Sergeant**

Over 150 Soldiers have died from noncombat-related incidents in Iraq. The leading cause of accidental death is motor vehicle accidents, followed by illnesses and firearms-related incidents. Among these, motor vehicle accidents are the most easily prevented.

Approximately two-thirds of these motor vehicle accidents have occurred in some configuration of the high mobility multipurpose wheeled vehicle (HMMWV). Most of these HMMWVs were involved in rollover accidents. Two M1 Abrams tanks and two M2 Bradley Fighting Vehicles were involved in water-related rollover or mire accidents. One Stryker vehicle was also involved in a fatal rollover accident.

Operating motor vehicles and heavy equipment safely is both an individual and collective responsibility. Every vehicle operator should be trained in the safe operation of the vehicle. Enforcing safety standards in everyday activities is absolutely necessary.

**“Vehicle commander” is not just a seat and a title,  
it is a responsibility to oneself, to one’s crew, and to the Army for the safe operation of a motor vehicle.**

### Noncombat-Related Accidents

**Common factors that contribute to rollover accidents include:**

- Collisions with other vehicles or fixed objects.
- Rollovers induced by a sudden collision-avoidance maneuver or swerve.
- Driving along canals or on levees that collapse under the weight of the HMMWV and result in Soldier drowning.
- Driving while wearing night vision goggles.
- Ejection of Soldiers not wearing seat belts.

**Common factors that contribute to negligent discharge (predominately M9 pistol) include:**

- Failing to clear the weapon properly.
- Handling weapon carelessly.

**Other causes of accidental death include:**

- Ghillie-suit fire (two fatalities in one incident, smoking related).
- Electrocution using a power washer.
- Detonation of unexploded ordnance in a sleeping area.
- Falling through a trapdoor from a guard tower.
- Falls from helicopters.
- Broken chain during a recovery effort.

### **Wear Your Interceptor Body Armor (IBA)**

**You deployed to Iraq with an ensemble of personal protective equipment known collectively as IBA. This ensemble includes several components:**

- Outer tactical vest (OTV) equipped with modular lightweight load-carrying equipment (MOLLE)-compatible webbing hangers that facilitate attaching other personal-equipment items
  - Without small arms protective inserts (SAPI) OTV will provide protection against penetration of fragments and bullets up to 9-mm in size.
  - With the addition of front and rear SAPI plates, protection will increase to 5.56-mm and 7.62-mm rounds.
- Removable collar/throat protector.
- Deltoid (shoulder) and axillary (armpit) protectors.
- Removable groin protector.
- Upper leg protector (above the knee).

**If all components are worn in combination, IBA covers 75 percent of the body with ballistic protection.**

You may curse IBA because it is hot, heavy, and bulky, and it may hinder mobility. When it comes to wearing IBA, your goal should be to strike a balance between protection and effectiveness. Leaders should carefully evaluate operational factors and determine the appropriate level of IBA to be worn. Soldiers should wear at least that level of IBA and more if their personal physique, level of fitness, and duty position permit it.

**IBA saves lives!**

U.S. UNCLASSIFIED  
REL NATO, GCTF, ISAF, MCFI, ABCA  
For Official Use Only





## Chapter 2

### Annex 1: Operation Iraqi Freedom Tips: Helping a Soldier Buddy in Distress

*Reprinted with permission from the U.S. Army Center for Health Promotion and Preventive Medicine.*

| Operation Iraqi Freedom Tips  |  |
|---|--|
| <p>In Operation Iraqi Freedom, any Soldier can run into rough times. Examples of hard things include: seeing destroyed homes; dead bodies; hostile reactions from civilians; being ambushed; small arms fire; IEDs; knowing someone seriously injured or killed; long deployment; lack of privacy and personal space; separation from family; difficult communication back home.</p> <p>The fact is that all of us can sometimes feel down, hurt, or angry. If you see a buddy upset, fuming or brooding alone, you can help your buddy through what may be for him a painful and sometimes risky time. Emotionally distracted soldiers can endanger the mission, the unit, and themselves. Often, just talking, listening, and focusing on their strengths, is all that people need to find their own answers. The following things you can say and do:</p> <ol style="list-style-type: none"> <li>1. Be a good friend. For example, say, "Something seems to be bothering you. How can I help? I can listen without being upset."</li> <li>2. Listen and encourage your buddy to talk about what is bothering him or her. Stay calm and objective.</li> </ol> | <ol style="list-style-type: none"> <li>3. Don't criticize or argue with the Soldier's ideas and feelings. Encourage your buddy to continue tell you what's wrong. Allow time for your buddy to find words.</li> <li>4. Acknowledge your buddy's grievances against others, but don't make it worse by agreeing too strongly.</li> <li>5. Ask questions to understand the problem and the feelings. If the talking stalls, summarize what has been said and ask if you have it right.</li> <li>6. Don't give a lot of advice. It is okay to plant the seeds of new ideas but don't drive them in with a hammer. Remember you don't need to have all the answers for the Soldier's problems.</li> <li>7. Praise your buddy's work he/she has been doing under such difficult circumstances, and for talking with you.</li> </ol> |

U.S. UNCLASSIFIED  
REL NATO, GCTF, ISAF, MCFI, ABCA  
For Official Use Only

### Operation Iraqi Freedom Tips (cont.)

Sometimes the problems are too big to resolve after one talk or help. In OIF, the Army has fielded additional helpers for Soldiers with such problems. Beyond the immediate sergeant and officer leaders, you can encourage the Soldier to go and talk about problems with the following:

- Unit Medic
- A Chaplain or chaplain assistant
- BN Aid Station or medical companies' medical care providers. These and the Chaplain should know where the Mental Health helpers are and how to contact them, as well as being helpers, too.
- Mental Health officers, NCOs, and Specialists at the medical companies or in Combat Stress Control teams in your area.

If your buddy gives any hints or clues of thinking about suicide, or seriously harming or killing someone else, remember your Suicide Prevention Training!

- Ask your buddy questions that will give you a better idea of what he/she is thinking, such as:
  - "I see how distressed you are. Are you thinking about hurting yourself or someone else?"
  - "Do you wish you were dead?"
  - "Have you thought of how you would kill yourself?"
- Don't act shocked or alarmed. Encourage your buddy to talk by using the techniques on this card.
- If your buddy is armed, say, "Let me unload your weapon and keep it safe for you while we talk."
- After your buddy has talked as much as he or she wants, say, "I need to get you help for this. People here can help you."
- Don't leave your buddy alone! Secure any weapons. Take your buddy immediately to your chain of command or to medical care!

*A suicidal person needs immediate attention by helpers.*

## Chapter 2

### Annex 2: Operation Iraqi Freedom Tips: How to Face the Injured and Dead

*Reprinted with permission from the U.S. Army Center for Health Promotion and Preventive Medicine.*

| Operation Iraqi Freedom Tips   |   |
|--|---|
| <p>In combat or disaster situations, you may see, hear, smell, and perhaps have to handle badly injured and dead people. There may be a few or very many, depending on the extent of the tragedy. They may be men and women of all age.</p> <p>You may be struck with combinations of pity, horror, repulsion, and anger at the senselessness or malice of the event. You may feel guilty for failing to prevent it, for surviving it, or for not helping enough. These reactions are normal, a part of being human. You may blame yourself or the U.S.A. It hurts most when a victim reminds you of someone you love, or yourself.</p> <p>Keep in mind that these feelings are honorable, and confirm your humanity. At times, however, you may feel emotionally numb, and may use “graveyard humor” to make the suffering and deaths seem less terrible. Whatever you feel, remember that the mission must continue.</p> <p>If you are in this situation, here are lessons learned by people who faced such horrible experiences. These tips can help you do the mission and live with the memories without being haunted by them.</p> | <ol style="list-style-type: none"><li>1. Remember the larger purpose of what you must do. You are showing care, giving hope, and preventing disease for the living. You are recovering the bodies for registrations and respectful burial.</li><li>2. Limit exposure to the stimuli: don’t sightsee; use screens, poncho curtains, partitions, covers, body bags, and barriers to keep away anyone who does not need to see.</li><li>3. Wear gloves and disposable uniforms if available.</li><li>4. Mask odors with disinfectants, deodorants, air-fresheners. Save perfumes or aftershaves for afterwards. Don’t be surprised when odors trigger memories.</li><li>5. Be compassionate, but AVOID FOCUSING on any individual victims, especially those you most identify with. Don’t focus on personal effects.</li><li>6. Have people who did NOT search the body examine any materials collected for identification of the body or intelligence.</li><li>7. Remind yourself the body is not “the person,” just the remains.</li></ol> |

U.S. UNCLASSIFIED  
REL NATO, GCTF, ISAF, MCFI, ABCA  
For Official Use Only

### Operation Iraqi Freedom Tips (cont.)

8. Keep humor alive, even “graveyard humor” with buddies who understand it, but don’t get too gross or too personal (e.g. no picking on each other).

9. Don’t desecrate or steal from the victims—those are UCMJ crimes.

10. Say silent prayers; ask unit or local ministers to conduct memorial services.

11. Schedule frequent breaks; maintain hygiene, drink plenty of fluids, and eat good food. Command should arrange facilities for washing hands and face, and later showers and fresh clothes.

12. Have your team get together for mutual support and encouragement. Acknowledge horrible aspects, but don’t dwell on these memories of details.

13. Help buddies or subordinates in distress by being a good listener. Don’t jump in with “off the shelf” answers. Don’t mistake feelings as weakness. Say they are normal and honorable. Remind them that the mission must go on, and the team needs everyone.

14. If forewarned of the mission, prepare yourself for what you will see and do; take the supplies and equipment mentioned above.

15. Afterwards, don’t feel guilty about having distanced yourself mentally from the suffering or tragic deaths of individuals.

16. Don’t be disheartened by horrible dreams, feeling tense, or intrusive memories. Those are normal, and it is better to have them now than to suppress them. Don’t keep them hidden. Share them with your buddies, and keep that positive humor alive.

17. 1 - 3 days after exposure, participate in a critical event debriefing with trained people from your supporting unit ministry and/or behavioral health/combat stress control team.

These techniques and coping skills cannot make a horrible and tragic event acceptable or easy, but they can help you and your teammates better cope with the stress in order to complete the mission. Be proud of what you have done, and use these lessons learned to take care of yourself, your buddies, and your family when you get home.

## Chapter 2

### Annex 3: Safe Weapons Handling and Clearing Practices for Soldiers

*Reprinted with permission from the U.S. Army Combat Readiness Center Weapons Handling Procedures Card, 2004*

**Accidental weapon discharges have increased at an alarming rate. These accidental discharges are unacceptable and preventable.**

- Safe muzzle orientation is critical to weapons safety.
  - Keep your weapon pointed in a safe direction.
  - At no time should any part of your body be in the likely path of a bullet.
  - Be constantly aware of the muzzle orientation during frequent repositioning and adjusting of the weapon.
  - Enforce muzzle orientation at all times, not just when the weapon is considered loaded.
  - Learn muzzle orientation as a life skill that becomes second nature and a personal responsibility.
- When not engaging a target or when enemy contact is not imminent, keep your weapons on safe.
  - Keep fingers off the trigger until you intend to fire the weapon.
  - Many accidental discharges result from being bumped when the weapon safety selector is on FIRE.
- Follow your unit standing operating procedures (SOPs) and rules for handing weapons in cantonment areas.
- Orient the weapon down range during the clearing process.
- Clear weapons before installing or removing them from the any type of mount (tripod, ring mount, coaxial).
- Both you and the armorer must visually verify that the weapon does not contain any ammunition. Conduct this procedure every time, whether ammunition was issued or not.
- Clear each weapons system before turn-in and proceed to the turn-in point as directed by your supervisor.

U.S. UNCLASSIFIED  
REL NATO, GCTF, ISAF, MCFI, ABCA  
For Official Use Only

**M9 (9-mm) Semiautomatic Pistol****Unloading and Clearing Procedures**

1. Orient weapon in a safe direction (clearing container if available).
2. Place decocking/safety on SAFE.
3. Depress the magazine release button and remove the magazine.
4. Grasp the slide serrations and fully retract the slide to remove the chambered cartridge.
5. Lock the slide to the rear, using the slide stop, and visually inspect chamber to ensure it is empty.
6. Release the slide stop to allow the slide to return fully to the forward position.
7. Place weapon on FIRE.
8. Squeeze trigger.
9. Place weapon on SAFE.

U.S. UNCLASSIFIED  
REL NATO, GCTF, ISAF, MCFI, ABCA  
For Official Use Only

**M16/M4 Rifle (5.56-mm)****Unloading and Clearing Procedures**

1. Orient weapon in a safe direction (clearing container, if available).
2. Remove the magazine from the weapon.
3. Attempt to place weapon selector lever on SAFE.
4. Lock bolt to rear (ensure weapon is on SAFE).
5. Inspect the receiver and chamber to ensure no ammunition is present.
6. **With no ammunition in chamber or receiver**, allow the bolt to go forward.
7. Aim weapon into clearing container, rotate selector lever to SEMI, squeeze the trigger.
8. Charge weapon once.
9. Place selector lever on SAFE.

**M203 Grenade Launcher****Unloading and Clearing Procedures**

1. Clear the M16 or M4 before clearing the M203.
2. Point in a safe direction (clearing lane).
3. Push in the release button and pull the barrel forward.
4. Watch to see if a round extracts.
5. Place selector lever on SAFE.
6. Inspect the breech to ensure a round is not present.
7. The clearing barrel attendant will visually verify that ammunition is not present.
8. Pull the barrel to the rear until it clicks.



| M60 Machine Gun   |  |
|---|--|
| Unloading and Clearing Procedures   |  |
| <p><b>Warning: Do not install or remove a loaded weapon from a mounting bracket.</b></p> <ol style="list-style-type: none"><li>1. Orient weapon in safe direction (clearing lane).</li><li>2. Ensure weapon is on SAFE.</li></ol> <p><b>Note:</b> If the bolt is in the forward position, place the weapon on FIRE and pull the cocking handle to the rear, locking the bolt to the rear. Place the weapon on safe.</p> <ol style="list-style-type: none"><li>3. Push in latches to open cover assembly.</li><li>4. Remove ammunition belt.</li></ol> | <ol style="list-style-type: none"><li>5. Check the feed tray.<ol style="list-style-type: none"><li>a. Lift the feed tray and inspect the chamber.</li><li>b. Check the space between the face of the bolt and the chamber to include the space under the bolt and operating rod assembly.</li></ol></li><li>6. Close feed tray and feed tray cover.</li><li>7. Place safety to FIRE.</li><li>8. Pull and hold charger cable (or cocking handle assembly) to rear, pull trigger, and ease bolt forward to close and lock.</li></ol> |

**M240B Machine Gun****Unloading and Clearing Procedures**

**Warning:** Do not install or remove a loaded weapon from a mounting bracket.

1. Orient weapon in a safe direction (clearing lane).
2. Ensure weapon is on SAFE.

**Note:** If the bolt is in the forward position, place the weapon on FIRE. Pull the cocking handle to the rear, locking the bolt to the rear.

3. Push in latches to open cover assembly.
4. Remove ammunition belt.
5. Check the feed tray.
  - a. Lift the feed tray and inspect the chamber.
  - b. Check the space between the face of the bolt and the chamber, to include the space under the bolt and operating rod assembly.
6. Close feed tray and feed tray cover.
7. Place safety on FIRE.
8. Pull and hold charger cable (or cocking handle assembly) to rear, pull trigger, and ease bolt forward to close and lock.

**M249 Squad Automatic Weapon****Unloading and Clearing Procedures**

**Warning: Do not install or remove a loaded weapon from a mounting bracket.**

1. Orient weapon in a safe direction (clearing container if available).
2. Remove magazine.
3. Ensure the weapon is on SAFE. If weapon is not on SAFE, with right hand palm up, pull cocking handle to the rear, locking the bolt in place.
4. While holding cocking handle, move selector lever to the SAFE position by pushing it to the right until the red ring is not visible.
5. Return and lock the cocking handle to the forward position.
  - a. Squeeze latches to open cover assembly.
  - b. Remove ammunition belt and any loose rounds present on the feed tray.
6. Conduct a 5-point safety check:
  - a. Check the feeder pawl assembly under the cover.
  - b. Check the feed tray assembly.
  - c. Lift the feed tray assembly and inspect chamber.
  - d. Check the space between bolt assembly and chamber.
  - e. Insert two fingers into the magazine well to extract any brass, links, or ammunition.
7. Close the feed tray cover.
8. With the right hand palm up, pull the cocking handle to the rear. While holding the cocking handle, place the weapon on FIRE. Squeeze the trigger and ride the bolt forward.

| MK19 Machine Gun, 40-mm  |   |
|--|---|
| Unloading and Clearing Procedures  |   |
| <p><b>Warning: Do not install or remove a loaded weapon from a mounting bracket.</b></p> <ol style="list-style-type: none"> <li>1. Orient weapon in a safe direction (clearing lane).</li> <li>2. Move the safety switch to SAFE.</li> <li>3. Open top cover assembly.</li> <li>4. If the bolt is locked to rear already, observe bolt face for ammunition.</li> <li>5. If the bolt is not locked to the rear, pull charging handle locking bolt to the rear and observe for any ammunition attached to the face of the bolt. Return charging handles to the forward position and rotate only one charging handle up.</li> <li>6. Remove any ammunition from the feed tray by reaching beneath the feed tray and pressing the primary and secondary positioning pawls. While pressing the pawls, slide the linked rounds out of the MK19 through the feed throat.</li> </ol> | <ol style="list-style-type: none"> <li>7. Remove any ammunition from the bolt face by inserting a section of a cleaning rod through either side of the receiver rail. Place it on top of the live round or cartridge case, as close to the bolt face as possible and push down. This action will force the round or cartridge out of the bottom of the MK-19.</li> </ol> <p><b>Warning: Ensure you position a hand to catch the ejected round.</b></p> <ol style="list-style-type: none"> <li>8. Inspect the chamber and bolt face to ensure that no live rounds are in the weapon.</li> <li>9. Lower and pull both charging handles to the rear.</li> <li>10. Move the safety switch to FIRE.</li> <li>11. Grasp charging handles and establish rearward pressure, press the trigger, and ease the bolt forward.</li> <li>12. Move the safety switch to SAFE.</li> <li>13. Return charging handles to the locked position.</li> </ol> <p><b>Caution: You should never re-link or fire ammunition that has been cycled through the weapon. Turn in live rounds as required by current directives.</b></p> |

## M2 HB (.50 cal) Machine Gun

### Unloading and Clearing Procedures

**Warning: Do not install or remove a loaded weapon from a mounting bracket.**

1. Orient weapon in a safe direction (clearing lane).

2. Place safety on “S” (SAFE)

**Note:** Step 2 is for the M48 turret type and fixed type.

3. Unlock the bolt latch release.

4. Raise the cover.

5. Lift the cartridge extractor and remove the ammunition belt from the feed way.

6. Place cartridge extractor down and close the cover.

**Warning: Round may fall to surface and possibly explode.**

7. Pull and lock the bolt to the rear, leaving the retracting slide handle to the rear. Open the cover.

**Note:** Step 7 is for the M48 turret type and fixed type.

8. Move M10 lock selector to the rear. Charge the weapon.

**Warning: Chamber may be hot. Use caution while inspecting T-slot.**

9. Visually inspect the chamber and T-slot for rounds (in darkness the gunner must feel the chamber and T-slot to ensure they are clear).

10. Press the bolt latch release and ease the bolt forward with retracting slide handle.

**Note:** Steps 10 and 12 are for M48 turret type and fixed type.

11. Move the M10 lock selector forward and pull back on the charging handle until a click is heard, then ease the bolt forward.

12. Close the cover.

13. Place the safety on “F” (FIRE).

14. Press the trigger.

15. Perform “after operation” preventive checks and maintenance.



## Chapter 3

### Skills

#### Section I: Pre-Deployment Training

**“Before going out there, we were trained to do the job of an infantryman; the trainers that we had were excellent, and everything they showed us, we used.”**

**Specialist, Signal Corps**

**“Pre-deployment training gave everyone confidence in our battle drills. No one had to think about what needed to be done.”**

**Staff Sergeant, Infantry Squad Leader**

According to Soldiers surveyed in August 2006, pre-deployment training is the most important factor in increasing your ability to survive in combat. Do not take your training for granted. Take advantage of any opportunity to do additional training. Training must be realistic. Look to the combat veterans in your unit as a way of measuring the realism of the training. Soldiers/leaders with combat experience should conduct training for units readying for combat. Soldiers in the CALL survey stressed the following:

- Pre-deployment training is your opportunity to build combat skills.
- Repeated training builds “muscle memory,” so critical in reacting correctly the first time you experience combat.
- You and your fellow Soldiers (your “battle buddies”) can solidify as a team.
- You get comfortable with carrying a weapon with live ammunition and learn “muzzle awareness.”

### Critical Training

#### Improvised Explosive Device Defeat (IEDD)

- The right training and proper practices can significantly reduce your vulnerability to an IED attack.
- Get the latest enemy techniques and tactics for IEDs.
- Concentrate on IEDD techniques and practices until they become second nature.
- Use every opportunity to practice the IEDD techniques you learn in training.

#### Close Quarters Marksmanship/Reflexive Fire

- Basic marksmanship
  - Start with basic weapons marksmanship from your initial entry training.
  - Get a good “zero” on your weapon, both with the iron sights and combat optics.
  - Fire until you are confident in your ability to hit what you aim at.
- Reflexive fire
  - Learn to quickly and effectively engage targets at ranges under 25 meters.
  - Practice making shoot/no-shoot decisions and reacting in a close quarters fight.
  - Proper weapon-ready technique, stance, aiming, shot placement, and trigger manipulations constitute reflexive shooting.
  - Practice your reflexive-fire technique until you can quickly hit a target without taking careful aim.
  - Pay attention to the fundamentals of advanced marksmanship training and practice until you are proficient with stance, grip, sight alignment, sight picture, breathing, recovery, and follow-through.



**Critical Training (cont.)****Close Quarters Battle (CQB)**

- CQB is fighting in a confined space (streets, small open areas, buildings, etc.).
- Apply the principles of CQB: surprise, speed, controlled violence of action.
- Practice CQB repeatedly until you are able to react correctly.
- Train with the same team members that you will be with in combat.

**Physical Fitness**

- Be in the best physical shape possible.
- Soldiers in good shape are better capable of handling the fatigue and stress brought on by the rigors of daily tasks.
- Fatigue is a major reason for Soldier complacency.

**Convoy Training and Convoy Live Fire Training**

- Convoy training will teach you the responsibilities for each crew position (driver, commander, or gunner).
- Be attentive to all crew positions in training.
- Learn to select targets and control fires while moving and while stationary.
- Practice engaging targets in all directions.

**Critical Training (cont.)**

- Convoy fundamentals you must know:
  - Movement drills:
    - \* Scanning responsibilities and 360-degree security.
    - \* Techniques for keeping standoff with a potential threat.
    - \* Actions on halts: “5/25” crew halt drill, the “5 Cs.”
  - Battle drills:
    - \* React to attack from the driver’s side (left side).
    - \* React to attack from the vehicle commander’s side (right side).
    - \* How to exit/enter a vehicle while in contact.
    - \* How to break contact.
    - \* What to do at the rally point.
  - Casualty extrication, first aid, and evacuation (including calling for medical evacuation [MEDEVAC]).
  - Vehicle self recovery (like vehicles and while in contact).
  - Reporting (SALUTE report, MEDEVAC request, IED/unexploded ordnance [UXO] report).

## Section II: Cross Training

**“[Conduct] a lot more rehearsals with the team with each person talking through not only their task, but the task of everyone on the team.”**

**1st Lieutenant, Ordnance Platoon Leader**

**“...everyone should know how to operate the GPS, SINCGARS, and all the weapons systems.”**

**Master Sergeant, Platoon Sergeant**

Cross training prepares you to function in another Soldier’s role. All Soldiers must be capable of assuming other roles in the team/section/squad.

**When you cross train, you prepare yourself to take over in any situation,  
and you keep yourself and your buddies alive!**

**Every Soldier Should be Ready to Take Charge!****Communications is critical in a fight.**

- Know how to operate the basic communications equipment.
- Know how to report your location and situation, how to request MEDEVAC, and how to identify yourself to friendly forces that are coming to your assistance.

**Be able to perform function checks on and employ every individual and crew-served weapon assigned to the squad or section.****Be able to drive the vehicle in an emergency situations.****Be ready to employ other systems that are unique to your unit and its mission, such as navigation and reporting systems (Blue Force Tracker, for instance) and protective systems, like the CREW (Counter Radio-Controlled Improvised Explosive Devices Electronic Warfare) equipment.****Prior to combat, rehearse your personal mission tasks and those of others on your team.**

### Section III: Prior Combat Experience, Learn from the Veterans

**“Platoon sergeants with combat experience pass on knowledge that those without experience cannot. My platoon sergeant has been deployed in multiple theaters and has well-rounded experience in a variety of environments.”**

**Private First Class, Field Artillery**

**“I ensured my Soldiers were well-trained with every ounce of information and insight I could give them from my prior experience.”**

**Sergeant, Infantry Squad Leader**

When it comes to combat experience, there are two kinds of Soldiers in the U.S. Army right now—those who have it and those who will soon get it. Pay attention to the men and women around you who have it. Combat veterans are important sources of information. What they know and will share with you might save your life.

If you are a young Soldier still in initial entry training or military occupational specialty-related training, take a good look at your training cadre. Seek out those unit and training cadre who have combat experience. Ask them questions about any combat-related subject that concerns you. Don’t worry about their “sensitivity”—if you try to take them down a path they don’t want to go, they will stop you.

When assigned to a deploying unit, you will encounter more combat veterans. Now their interest in you will be more personal, because you are part of the same team. Pay attention to Soldiers and leaders you trust to give you straight talk. Compare and contrast what you know from your own training. In the end, you will be responsible for your own conduct.

**Take advantage of the experience of other Soldiers, noncommissioned officers, and officers.**

**Section IV: Battle Buddy**

**“When you know the guy in the driver’s seat or the gunner’s hatch and you know his family and what he does and does not know, that makes all the difference in the world. It was like having ten arms, legs, and eyes. We worked as one Soldier.”**

**Sergeant, Tank Commander**

**“We were and are like brothers. I would risk my life for any Soldier in my platoon, and I know I would get the same in return. When you’ve trained together, fought together, bled and cried together, you develop a very deep bond, one not shattered by enemy fire.”**

**Corporal, Infantry Squad**

**“We had the same procedures and they were people I could trust because I knew how they did during the training. Most of them were like brothers to me and still are, and I think that is important.”**

**Specialist, Combat Engineer**

- Soldiers in combat fight, sacrifice, and survive because of their loyalty to their fellow Soldiers.
- Team-building begins with your unit; train with the Soldiers you will go to combat with.
- Spend time getting to know your fellow Soldiers; know them as a person first and then as a Soldier.
- Build trust with the Soldiers and leaders in your unit.
- Build the expectation that everyone will know his job.
- Train as a team, so that you can react to combat without hesitation.
- Train to the point that you know exactly how everyone in the team will respond in any given situation.

U.S. UNCLASSIFIED  
REL NATO, GCTF, ISAF, MCFI, ABCA  
For Official Use Only

## Chapter 4

### Knowledge

#### Section I: Know the Environment

**“Get all the situational training you can; learn the language and the nuances of the area you are going to. Get to know the people; they can save your life.”**

**Staff Sergeant, Combat Service Support Company**

#### Know the Local Area

##### **Before deployment**

- Learn simple phrases that will enable you to communicate with the people.
- Understand the customs (cultural and local), social practices, and holiday/celebration periods.

##### **During the relief in place/transfer of authority**

- Learn what is normal for the local community, markets, streets, and transportation patterns.
- Learn whom the outgoing Soldiers talk to and trust. Ask your counterpart (Soldier) to introduce you to local authority figures.
- Learn what areas are prone to frequent insurgent attack.

**“Iraqis will act differently if something is about to happen. People just disappear; a normally packed street would be empty. The kids were a big thing too; if they were nowhere around, we paid a lot closer attention.”**

**Sergeant, Squad Leader**

**“A small child told us of an IED because we gave him a stuffed animal the day before; he remembered our HMMWV.”**

**Staff Sergeant, MP Squad Leader**

### **Get to Know the Locals**

**Get to know the local citizens and villages; know who belongs and who does not.**

**Gain the trust of local citizens:**

- Simple manners and courtesy go a long way.
- Humanize yourself to the local citizens with handshakes and smiles.
- You give respect = You get respect = You get information.

**Not every Iraqi is out to kill you; helping them will help you.**

**Kids are often more receptive than the adults; use this to your advantage.**

### **Know Your Surroundings**

**Women and children in a car = in general means VBIED attack not likely.**

**Children playing in the street = in general means IED attack not likely.**

**Watch for the signs/signals telling you something is wrong; for example, no one in a usually busy area indicates a potential attack.**



## Section II: Rules of Engagement (ROE)/Escalation of Force (EOF)

**“A walk-through of rules of engagement revealed several instances that did not work as well in practice as in theory. We modified those and made Soldiers think it out for themselves so they all fully grasped the situation.”**

**1st Lieutenant, Ordnance Platoon Leader**

**“Rules of engagement were too ‘tight.’ At times Soldiers would not return fire on enemy for fear of punishment, even when civilians were not in the area.”**

**Private First Class, Infantryman**

### Why are ROE important?

- ROE are orders issued by a commander that tell you when, under what circumstances, and by what methods you can use force.
- ROE prevent you from violating the laws of war, international law, and U.S. law.
- ROE minimize injury to civilians and damage to civilian property.
- ROE apply to you and also to units with crew-served weapons, such as machine guns, tanks, artillery, or attack helicopters.
- ROE violations may be prosecuted under the Uniform Code of Military Justice.

### EOF is not a substitute for ROE—it is a part or component of ROE

EOF is the graduated use of force that begins with the minimum force likely to achieve the desired effects without endangering you or others. Nonlethal EOF procedures are used to defuse a situation before it escalates to a level where lethal force is required.

Before you deploy, know the ROE in force and rehearse EOF scenarios. See Figures 4-1a and 4-1b below.

# ROE Card Example

**Nothing on this card prevents you from using necessary and proportional force to defend yourself**

You may engage the following individuals based on their conduct:

- Persons who are committing hostile acts against CF.
- Persons who are exhibiting hostile intent towards CF.

These persons may be engaged subject to the following instructions:

**Positive identification (PID) is required prior to engagement.** PID is a reasonable certainty that the proposed target is a legitimate military target. If no PID, contact your next higher commander for decision.

**Use graduated measures of force.** When time and circumstance permit, use the following degrees of graduated force when responding to hostile act/intent:

1. **Shout verbal warnings to halt.**
2. **Show your weapon and demonstrate intent to use it.**
3. **Block access or detain.**

4. **Fire a warning shot.**
5. **Shoot to eliminate threat.**

**Do not target or strike** anyone who has surrendered or is out of combat due to sickness or wounds.

**Do not target or strike** hospitals, mosques, churches, shrines, schools, museums, national monuments, any other historical and cultural sites, or civilian populated areas or buildings **UNLESS** the enemy is using them for military purposes or if necessary for your self-defense.

**Do not target or strike** Iraqi infrastructure (public works, commercial communication facilities, dams), lines of Communication (roads, highways, tunnels, bridges, railways), or economic objects (commercial storage facilities, pipelines) **UNLESS** necessary for self-defense or if ordered by your commander. If you must fire on these objects, fire to disable and disrupt rather than destroy.

**ALWAYS** minimize incidental injury, loss of life, and collateral damage.

**The use of force, including deadly force, is authorized to protect the following:**

- Yourself, your unit, and other friendly forces.
- Detainees
- Civilians from crimes that are likely to cause death or serious bodily harm, such as murder or rape.
- Designated personnel or property, when such actions are necessary to restore order and security.

**In general, WARNING SHOTS are authorized ONLY when the use of deadly force would be authorized in that particular situation.**

**Treat all civilians and their property with respect and dignity.** Do not seize civilian property, including vehicles, unless the property presents a security threat. When possible, give a receipt to the property's owner.

**You may DETAIN civilians based upon a reasonable belief that the person:**

- Must be detained for purposes of self-defense.
- Is interfering with CF mission accomplishment.
- Is on a list of persons wanted for questioning, arrest, or detention.
- Is or was engaged in criminal activity.
- Must be detained for imperative reasons of security.

Anyone you detain **MUST** be protected. Force, up to and including deadly force, is authorized to protect detainees in your custody. You **MUST** fill out a detainee apprehension card for **EVERY** person you detain.

**Looting and the taking of war trophies are prohibited.**

**All personnel MUST report any suspected violations of the Law of War committed by any US, friendly, or enemy force.** Notify your chain of command, Judge Advocate, IG, Chaplain, or appropriate service-related investigative branch.

Figure 4-1a

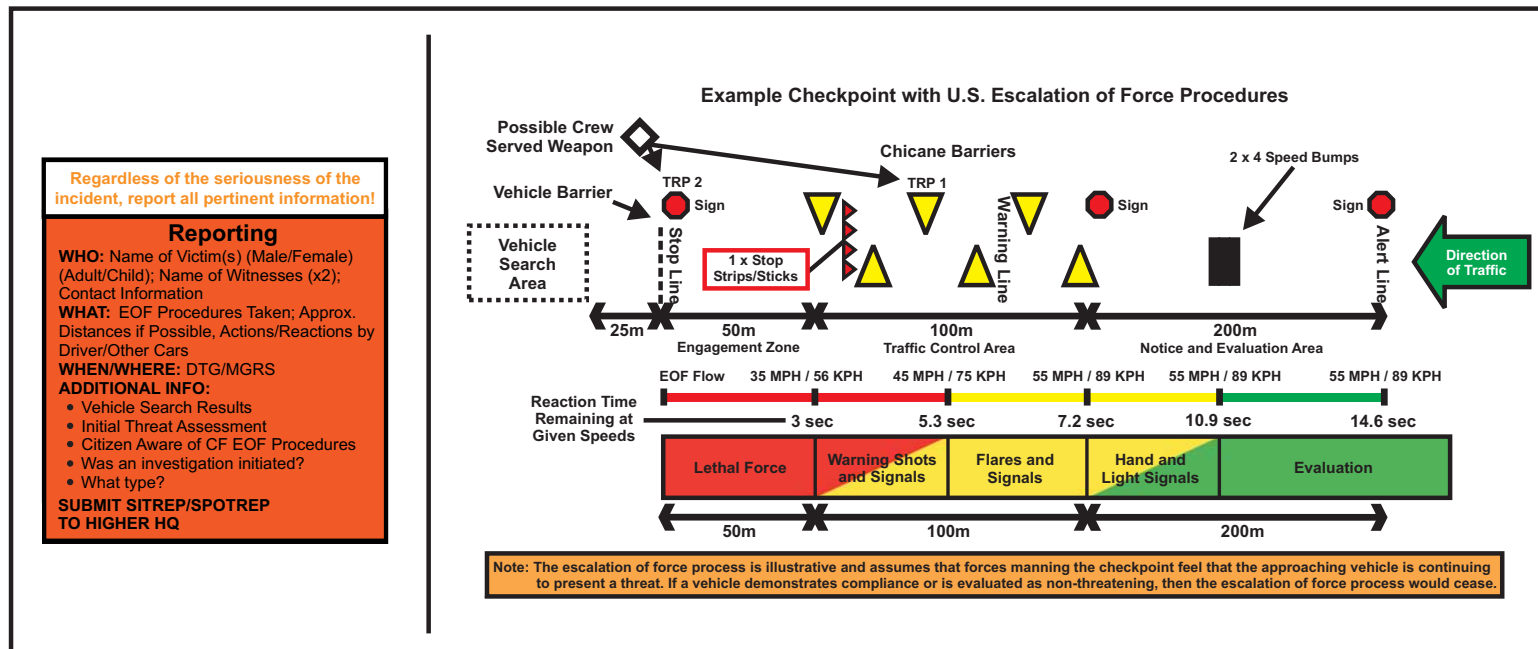


Figure 4-1b

U.S. UNCLASSIFIED  
REL NATO, GCTF, ISAF, MCFI, ABCA  
For Official Use Only

**Section III: Intelligence**

**“Soldiers must understand what is normal in everyday life. This understanding will better enable them to distinguish dangerous situations from normal situations.”**

**SFC, Scout Platoon Sergeant**

**“Love the kids—they’ll tell you where the danger is. The men that smile at you are the ones who mortar you at night.”**

**Sergeant, Scout Squad Leader**

**Every Soldier is a Sensor (ES2)**

Every Soldier, regardless of military occupational specialty or duty position, has a part to play in gathering information for use by intelligence analysts. In the contemporary operating environment there is abundant information to be gathered among the civilian population on the street and in the villages, and that is where the individual Soldier has the edge over technical means. About three years ago the Army gave this concept a name: “Every Soldier is a Sensor.”

**ES2**

**The ES2 concept requires Soldiers to be competent in two broad areas:**

- Actively search for details related to the commander's critical information requirements.
  - Be on the lookout for specific people, vehicles of a certain description or type, particular items of weaponry or equipment, or patterns of enemy or civilian behavior.
  - Before you drive or walk out into the battlespace, your squad or platoon leadership should tell you exactly what to "be on the lookout for." These are referred to as BOLO items.
- Competently report experiences, perceptions, and judgments in a concise, accurate manner.
  - Your leaders should tell you what to bring to their immediate attention (as soon as you see or hear it), and what can be reported later.
  - The SALUTE report is still the standard:
    - \* Size: How many are there?
    - \* Activity: What are they doing?
    - \* Location: Where are they (grid coordinates)?
    - \* Uniform: What are they wearing?
    - \* Time: When did you see this activity?
    - \* Equipment: What are they carrying or driving?

**As you come to understand the daily or nightly rhythms of life around you, you will develop a "sixth sense" that alerts you to misplaced people or objects and irregular patterns of activity. Look for anything out of the ordinary!**

**Soldiers Manual of Common Tasks, Warrior Skills Level 1**

**To further focus Soldiers' attention on ES2, the Army has identified five specific individual tasks and assigned them to Warrior Battle Drill Task No. 37.**

- Search a detainee
- Guard detainees
- Handle enemy personnel and equipment
- Report information of potential intelligence value
- Report intelligence information

**If you did not receive hands-on training in these tasks during your initial entry training, take every opportunity to learn them through self-study. Ask for help from your platoon chain of command.**

**Know these tasks before you deploy, so you can carry out your ES2 mission.**

### Support to Situational Understanding

**An official Army study has concluded that you are the best source of current information on cultural nuances, feelings, and perceptions surrounding them.**

- You are far better placed to observe and sense changes in your surroundings than a staff NCO or officer behind the barbed wire of the forward operating base.
- Cultural understanding is achieved by formal study and training and by spending time on the ground in the community.
- When you have a feel for what is normal in the neighborhood and can sense changes in the civilian population, you become an important “human sensor” for the collection of information.
- Your reports forwarded up to the company commander enhance situational awareness of the area of operations and paint a fairly detailed picture for the battalion commander and staff.

**The critical element in this information-flow process is the first reporter—you!**

**Section IV: Language and Cultural Awareness**

**“Being out with the Iraqi civilians is the only way to gain their trust.”**

**Specialist, Infantryman**

**“I want to re-stress humanizing yourself to the Iraqis. The unit that replaced us had a ‘we don’t talk to Iraqis’ policy. And they had a much rougher time in our previously quiet area.”**

**Staff Sergeant, Infantry Squad Leader**

**Language**

**Know what primary language is spoken in the area to which your unit is deploying.**

- About one-fifth of the Iraqi population who live in the area north of Baghdad speak Kurdish.
- About three-fourths of the Iraqi population speak Arabic.
- Iraqis also speak about 20 other Middle Eastern languages.

**Learn some very specific words and phrases that will help you in everyday encounters with Iraqi citizens and military personnel.**

- A small number of commercially produced language “smart cards” are available for this purpose.
- Once you have identified your target language, press your chain of command for additional language training resources.

**Attempt to communicate with Iraqi military and civilian personnel using their language.**

- Do not worry about mispronunciation; everyone who attempts to speak a foreign language mispronounces words.
- Learn some words and phrases in the local language to assist in gathering information from the population.
- Your individual contribution to your unit’s success in Iraq will be much greater if you can learn a modest number of useful words and phrases in the local language.



### Cultural Awareness

**Most experts agree that Iraqis are more strongly influenced by their family, tribal, and religious affiliations than by their Iraqi national identity.**

- Different locales in Iraq have distinct local cultural tendencies.
- You need to be aware of and make accommodations for these differences in your individual and unit activities.

**Six critical cultural factors have been identified that influence daily operations of units on the ground in Iraq.**

- Naming conventions and transliterations
  - Arabic names can contain up to five elements, each with a specific derivation: name given days after birth, honorific name (father or mother of someone), pedigree name (son or daughter of someone), descriptive name (usually, but not always religious in origin), and by name, which can be derived from occupation, descent, or geography.
  - Several systems exist for converting Arabic into English (transliteration); consequently, one name in Arabic may appear in several English forms in the same database.
- Nonverbal cues during questioning and interrogation: You must learn what gestures to use and what gestures not to use in the locale where your unit operates.
- Gaining personal respect: Facial hair, age, and knowledge of the Qu'ran command respect and reverence in the Muslim world.
- Clerics and mosques as key cultural influences: Iraqi citizens are heavily influenced by their clerics (who may be called "imam" or "mullah"), who also control activities at local mosques.
- Religious sect differences: The dominant fact of religious life in Iraq is the schism (split) between Shi'a and Sunni Muslims.
- Honoring the Arab culture: Honor is paramount in the Arab culture. Arabs think of honor in terms of "saving face" or "avoiding shame."



**CALL PUBLICATIONS INFORMATION PAGE**

In an effort to make access to our information easier and faster, CALL has put all of its publications, along with numerous other useful products, on a Web site. The CALL Web site is restricted to Department of Defense personnel. The URL is <http://call2.army.mil>.

If you have any comments, suggestions, or requests for information, you may contact CALL by using the Web site "Request for Information or a CALL Product" or "Give Us Your Feedback" links at [<http://call.army.mil>](http://call.army.mil). We also encourage Soldiers and leaders to send in any tactics, techniques, and procedures (TTP) that have been effective for you or your unit. The TTP may be sent to us in draft form or fully formatted and ready to print. Our publications receive wide distribution throughout the Army, and CALL would like to include your ideas. Your name will appear in the byline.

**If your unit has identified lessons learned or tactics, techniques, and procedures, please contact CALL using the following information:**

**Telephone:** DSN 552-9569/9533; Commercial 913-684-9569/9533

**Fax:** DSN 552-4387; Commercial 913-684-4387

**NIPR Email address:** [call.rfimanager@leavenworth.army.mil](mailto:call.rfimanager@leavenworth.army.mil)

**SIPR Email address:** [call.rfiagent@leavenworth.army.smil.mil](mailto:call.rfiagent@leavenworth.army.smil.mil)

**Mailing Address:** Center for Army Lessons Learned, ATTN: OCC, 10 Meade Ave., Bldg 50, Fort Leavenworth, KS 66027-1350.

**If you would like copies of this manual or have a request for information (RFI), please submit your request at NIPR:** <http://call.army.mil> **or SIPR:** <http://call.army.smil.mil>. Use the "Request Information or a CALL Product" link. Please fill in all the information to include unit name and official military address. Please include building number and street for military posts.

Additionally, we have developed a repository, the CALL Archives, that contains a collection of operational records (OPORDS and FRAGOS) from recent and past military operations. Much of the information in the CALL Archives is password-protected. You may

U.S. UNCLASSIFIED  
REL NATO, GCTF, ISAF, MCFI, ABCA  
For Official Use Only

obtain your own password by accessing our Web site and visiting the CALL Archives page. Click on "Restricted Access" and "CALL Archives Access Request." After you have filled in the information and submitted the request form, we will mail you a password. You may also request a password via STU III telephone or a SIPRNET e-mail account.

CALL's products are produced at Fort Leavenworth, KS, and are not distributed through publication channels. Due to limited resources, CALL selectively provides its products for distribution to units, organizations, agencies, and individuals and relies on them to disseminate initial distribution of each publication to their subordinates. Contact your appropriate higher element if your unit or office is not receiving initial distribution of CALL publications.

**Installation distribution centers  
Corps, divisions, and brigades  
Special forces groups and battalions  
Ranger battalions  
Staff adjutant generals**

**TRADOC schools  
ROTC headquarters  
Combat training centers  
Regional support commands**

**CALL PRODUCTS "ONLINE"**

Access information from CALL's Web site. CALL also offers Web-based access to the CALL Archives. The CALL home page address is

**<http://call.army.mil>**

CALL produces the following publications:

**BCTP Bulletins, CTC Bulletins, Newsletters, and Trends Products:** These products are periodic publications that provide current lessons learned/TTP and information from the training centers.

**Special Editions:** Special Editions are newsletters related to a specific operation or exercise. Special Editions are normally available prior to a deployment and targeted for only those units deploying to a particular theater or preparing to deploy to the theater.

***News From the Front:*** This product contains information and lessons on exercises, real-world events, and subjects that inform and educate Soldiers and leaders. It provides an opportunity for units and Soldiers to learn from each other by sharing information and lessons. *News From the Front* can be accessed from the CALL Web site.

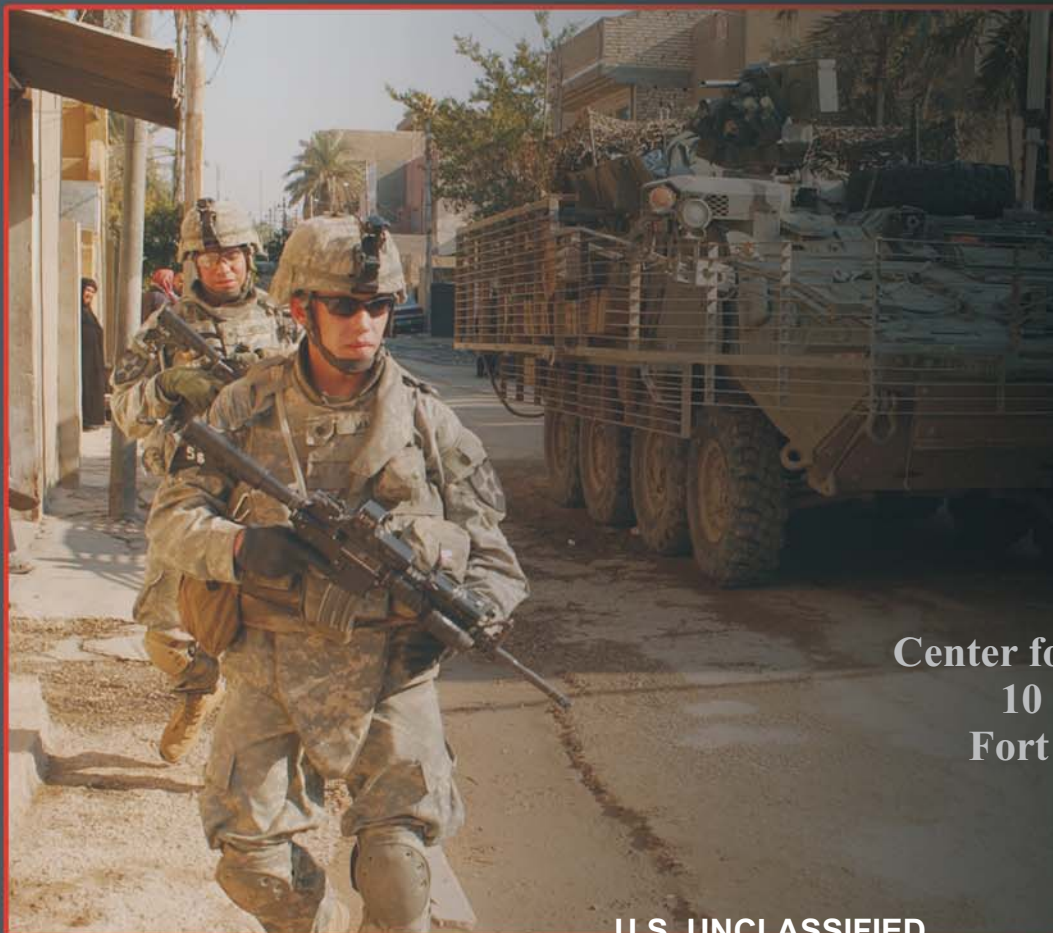
**Training Techniques:** Accessed from the CALL products page, this online publication focuses on articles that primarily provide TTP at the brigade and below level of warfare.

**Handbooks:** Handbooks are "how to" manuals on specific subjects such as rehearsals, inactivation, and convoy operations.

**Initial Impressions Reports:** Initial Impressions Reports are developed during and immediately after a real-world operation and disseminated in the shortest time possible for the follow-on units to use in educating personnel and supporting training prior to deployment to a theater. Products that focus on training activities may also be provided to support the follow-on unit.

***Support CALL in the exchange of information by telling us about your successes so they may be shared and become Army successes.***

U.S. UNCLASSIFIED  
REL NATO, GCTF, ISAF, MCFI, ABCA  
For Official Use Only



**Center for Army Lessons Learned (CALL)**  
**10 Meade Avenue • Building 50**  
**Fort Leavenworth, KS 66027-1350**

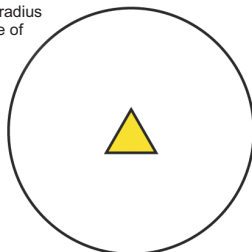
**U.S. UNCLASSIFIED**  
**REL NATO, GCTF, ISAF, MCFI, ABCA**  
**For Official Use Only**

## Locating Sniper Positions "Slice the Pie"

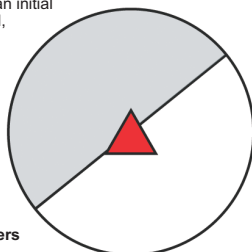
Imagine that your unit is located at the center of a circle with a radius based on the effective range of a sniper.

P=Proactive

P: Limit your exposure using walls, vehicles, and hard cover at your back and sides.



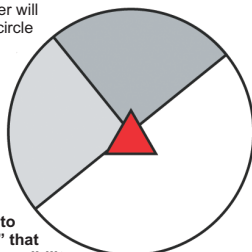
Once the first shot is fired, an initial direction can be determined, effectively cutting the area of the circle in half.



Focus visual searches to the suspected areas.

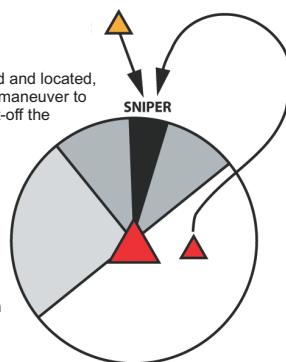
P: Further limit exposure by using angles and corners to flanks.

Follow-up shots by the sniper will serve to further narrow the circle into a wedge.



Again, focus on searching the suspected wedge.

P: Reduce your exposure to a small "slice" of the "pie" that is also your sector of responsibility.



Once sniper is detected and located, a second element can maneuver to defeat the sniper or cut-off the escape route.

P: If you must be exposed in the open due to METT-TC, then try to move often and cover your partners' danger areas.

In the open, keep in constant motion. You should always be moving in 'S' or 'W' paths.

## PRO-ACTIVE TIPS

What can be done to avoid being a "sniper's target"?

- + Maintain 360-degree security
- + **DON'T SET PATTERNS**
- + Deny enemy use of over watching terrain
- + Remove rank insignia, and do not salute in the field IAW AO guidance/local policy
- + Leaders should blend into element
- + Use observation posts (OPs) and aerial observers.
- + Use magnified optics to scan for snipers
- + Employ small recon and security patrols
- + Limit exposure
- "Slice the Pie, Reduce Exposure"
- + Wear protective armor
- + Use armored vehicles
- + Erect screens and shields for concealment
- + Use smoke hazes or smoke screens to obscure the sniper's field of view and limit the effectiveness of his fire.
- + Stick to the shadows, use cover and concealment

## REACTIVE TIPS

What should be done once a sniper has engaged the element?

- + Take up covered/concealed positions (also conceal with smoke). Any wounded Soldier applies "self aid."
- + Identify sniper location and return fire
- + Attack; maneuver on enemy location and kill him.
- + Reorganize and evaluate casualties

DO NOT fixate on casualties!

Kill the sniper, then attend to casualties.

Have a Plan and REHEARSE IT.

**Maintain 360° Security.**

### KNOW

FM 7-8, Infantry Rifle Platoon and Squad

BD 1A Squad Attack

BD 2A React to Contact

BD 4 React to Ambush

## Enemy TTP

1. Deliberate: planned using 'bait'
2. Hasty: targets of opportunity

- Urban: 25 to 200m from street level  
Rural: may operate at longer ranges
- + Sniper will wait to take follow-on shots on any Soldier moving into the "kill zone"
  - + Sniper attacks are often video taped for propaganda purposes
  - + Snipers may operate as teams with more than one prepared vehicle / mobile shooting platform. "D.C. Sniper Tactic" complete with loop holes or markings allowing to move unmolested past checkpoints
  - + Sniper may attempt to assess success by driving or walking by target after the shot
  - + Sniper may use "bait" such as a dead body or IED to draw friendly forces into "kill zone"
  - + Sniper engages the easiest target, such as a top gunner or stationary guard
  - + Snipers aim for vulnerable areas of body armor
  - + Sniper attacks occur mostly during hours of daylight

**Enemy TTP can and will change**

## Friendly TTP

These have proven to reduce sniper activity and success.

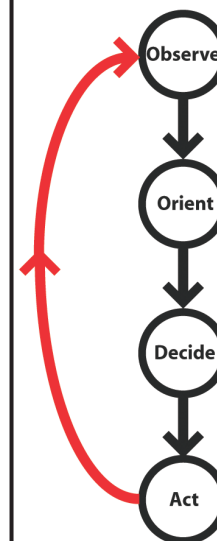
- + Increase/Change your security posture after 20 minutes in one location and continue to change/upgrade
- + Use interpreters with radio on scan to pick up enemy communications
- + Use cover and concealment whenever possible, i.e., camouflage netting over TC and gunners on Strykers
- + Stop and search suspicious vehicles or persons seen passing by more than once
- + Plan to use roving vehicles that can flex to investigate suspicious vehicles
- + Keep personnel in constant motion, walking in "W" and "S" patterns
- + Use ISR platforms
- + Keep vehicles available for searches

The enemy will change their TTP.

**Do NOT forget to change your TTP.**

**Keep from setting predictable patterns.**

Do not forget that the best way to stop the SNIPER is to **KILL the SNIPER!**



**KILL the Sniper!**

Let them escape and they will attack someone else, somewhere else.



## Counter-Sniper Pocket Guide

November 2006

UNCLASSIFIED

For Official Use Only

The material contained in this Pocket Guide is sensitive. Reasonable steps must be taken to minimize the risk of access by unauthorized personnel. Do not discard in the open trash, make available to the general public, or post on any uncontrolled Web site.

NIPRNet comments/requests to:

[awg.cis@us.army.mil](mailto:awg.cis@us.army.mil)

SIPRNet:

<http://www.portal.inscom.army.smil.mil/awg>

Appf.pdf  
Appendix F from FM 7-92, The Infantry Reconnaissance Platoon and Squad (Airborne, Air Assault, Light Infantry)

Sniper and Countersniper Employment.pdf  
Chapter 6 from FM 3-06.11, Combined Arms Operations in Urban Terrain

Canadian Sniper manual.doc

**For Official Use Only**



## Principles

- Maintain 360-degree security
- Limit stationary time
- Limit exposure
- Offensive response
  - RAPID! -
- Pre-planning patrol brief based on enemy TTP
- Follow through (find, fix, finish, exploit, and analyze)
- Rehearse battle drills
- Everyone is a counter-sniper
- Use optics to "out look" the enemy
- Use improvised or field expedient technology immediately. (Nets, screens, etc.)

## LEVEL I

**Specially Trained Sniper.** The most dangerous sniper is the individual who has been specially selected, trained, and equipped with an accurate sniper rifle outfitted with a modern scope, night vision device, and even a thermal imager.

These individuals are experts trained to select key personnel as their targets. They can hit at great ranges (sometimes out to 1,000 meters) and are skilled in avoiding detection. This sniper is the most difficult to counter effectively.

## LEVEL II

**Trained Marksman.** A trained marksman is a common sniper often found in urban combat. This sniper is a trained soldier, equipped with a standard issue weapon, who is an above-average shot. He normally has fair to good field craft skills and is difficult to detect in the urban environment. He may be employed singly or in teams to create confusion among friendly forces, cause casualties, or harass and disrupt the tempo of operations. He can be found in fairly large numbers in the armies of many potential adversaries.

## LEVEL III

**Armed Irregular.** The third general type of sniper is the armed irregular. He may have little or no formal military training but may have experience in urban combat. He may or may not wear any distinguishing uniform and may even appear to be merely another of the thousands of noncombatants found in a large urban area. He may or may not carry his weapon openly and may go to great lengths to avoid identification as a sniper. His strengths are his knowledge of the local terrain and his ability to melt into the local populace.

## Other Tips

- + Throw smoke, then collect and evacuate casualties as required.
  - + Find the sniper by his mistakes: reflections, dust clouds, muzzle flash, etc.
  - + Use a cleaning rod inserted in a bullet hole to indicate sniper direction
  - + Use unit fires within ROE
  - + Use overmatching fires within ROE
- 1) Cordon most likely area (around 25-200m)
  - 2) Hunt down and KILL the enemy sniper
  - 3) Harass the enemy sniper if not KILL him!

## REPORTING

\_\_\_\_\_ **S** - Size  
\_\_\_\_\_ **A** - Activity  
\_\_\_\_\_ **L** - Location  
\_\_\_\_\_ **U** - Unit/Uniform  
\_\_\_\_\_ **T** - Time and Date  
\_\_\_\_\_ **E** - Equipment

- + "Slice the Pie" means narrow the area of possible sniper locations, then search or engage in the most likely area.
- + Use thermal imagers if they are available and if the ambient temperature warrants it. Thermals provide an excellent force multiplier, especially when used in conjunction with smoke. They will not work as well when ambient temperatures are higher (70-100 degrees F). Thermals work well in the daylight if the conditions are right.
- + Use "retro-reflection" on enemy optics. Shining lasers or spotlights during hours of darkness can reflect many things, including enemy optics. But understand that use of an active laser may compromise your own position.

## Tips and Review

How far out should a search for an enemy sniper focus?

Focus searches around 25 to 200 meters first. It is possible for specially trained snipers to engage at farther ranges, but less likely that they will be successful. Search distances are often farther in rural areas.

### Review:

#### "Slice The Pie"

Scan near and far; scan high and low.  
Use telescopic optics  
Seek cover/concealment and return fire  
Use more Smoke  
Focus cordon/search around 200 meters  
Focus cordon/search along a narrow "slice of the pie"  
Harass the enemy sniper  
**Kill the enemy sniper!**